

“PERSONAL DEVELOPMENT TO BUILD A SOCIETY“

The above stated logo goes somewhat towards expressing both what we, as an educational community, have achieved since our foundation, and what we essentially aim to achieve in the future. Although, as an education centre offering a service, we clearly view the achievement of our goals as long term, and fully accept the sometimes unpredictable nature of the results, these factors only strengthen our resolve to do everything we can towards building a better future for our pupils, and thus helping them to be an integral part of the society in which they live and to contribute to its improvement. In this respect, the drivers behind the delivery of these goals are our Education Project, with its key definitions of the Centre’s Mission, Vision and Values, and all the elements of the teaching curriculum, together with our Management System, a structure of Excellence-based processes and principles.

OUR TRADEMARK FEATURES

MISSION

LAUAXETA IKASTOLA is a not-for-profit, public interest parent cooperative. The Centre is denominational (Catholic), Basque speaking and multilingual, with an open and inclusive commitment to society.

Our aim is to assist our pupils in developing the five areas of their *persona* (social, mental, physical, emotional and personal identity), for their own self-fulfilment and integration into an ever more complex society, and contributing to its improvement.

VISIÓN

In LAUAXETA IKASTOLA we will develop an innovative education project seen as a role model in society, with a highly competent team of people, excellent resources and recognised for the quality of our complementary services and commitment to society.

VALUES

- o The concept of the individual as the most valued asset of the Centre, the source of initiative, creativity and innovation.
- o Continuous improvement
- o Teamwork
- o Joint responsibility
- o Continuous training
- o Respect and trust
- o Coherence between documented programmes and action

Key characteristics of the centre include:

Ownership and families	The families, grouped together as a cooperative, come from all over the province of Bizkaia. At the time of writing, the cooperative consists of 993 member families, with 1,352 pupils.
People	110 employees, covering teaching and non-teaching staff members.
Education	The education we offer exceeds the minimum legal requirements in terms of languages, tutorials, education in leisure activities and the use of new technologies, amongst other areas.
Language policy	<ul style="list-style-type: none"> • Basque (from 2-years-old) • English (from 4-years-old) • Spanish (from 6-years-old) • French (from 12-years-old).
Age range	<ul style="list-style-type: none"> • 2 to 18 years-old, from nursery school to Upper Secondary Education.
Extracurricular activities	<ul style="list-style-type: none"> • Sports • Painting and Pottery classes • Dance and Guitar classes • Religious retreats • Extracurricular training: leisure time instructor, leisure camp management, European Computer Driving Licence (ECDL, European Computer Skills Certification Programme) • Summer camps • Summer English courses, in LI and in Ireland

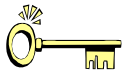
In LAUAXETA IKASTOLA, our aim is to be of benefit to Society, economically viable and environmentally responsible. To be so, our commitment to Corporate Social Responsibility runs through all our processes, which are designed to manage our education project and management system, Fig. 0.1.

Comprehensive deployment of the LI commitment to Corporate Social Responsibility	
Education Project - OPERATIONAL PROCESSES	Management System – MANAGEMENT & SUPPORT PROCESSES
Capability and Coexistence	Business Excellence, as per the EFQM model
<ul style="list-style-type: none"> • <i>An education programme to meet the needs of 21st Century society:</i> <ul style="list-style-type: none"> <i>Emotional; learning to empathise</i> <i>Physical; learning to express yourself</i> <i>Social: learning to collaborate and cooperate</i> <i>Mental: learning to learn</i> <i>Personal Identity; learning to be critical and to set personal objectives.</i> ○ <i>Qualitative and quantitative assessment of pupils in the five areas of their persona.</i> ○ <i>Modifications and adaptations of our educational offer to address diversity, through tutorials and back-up resources.</i> ○ <i>Self-regulation of coexistence and discipline in the Centre, with the active participation of pupils.</i> ○ <i>Education on the responsible use of leisure and free time.</i> 	<ul style="list-style-type: none"> ○ <i>Involvement of our leaders with Society, through their collaboration with other organisations in the promotion of quality in management and in education..</i> ○ <i>Commitment with Public Administration to collaborate with the strategy for environmental sustainability: Agenda 21</i> ○ <i>Partnership with the Bizkaia Provincial Government to be a driver organisation for other companies in the development of a programme to promote Corporate Social Responsibility in the industrial fabric of Bizkaia..</i> ○ <i>Participation in forums for work and information exchange on environmental matters.</i> ○ <i>Accessibility Study and Action Plan.</i> ○ <i>Installation of solar panels to collaborate in the generation of clean energy.</i> ○ <i>Economic and financial control and audits.</i> ○ <i>Ethical commitments with suppliers.</i> ○ <i>CSR audits and action plans.</i>

Fig. 0.1: Trademark features of the LI Project

The history of LI and its management system has developed over 4 main stages.

- Lauaxeta Ikastola was founded in 1977 in response to a growing social demand for the provision of education in the Basque language, and has progressively incorporated innovative educational and management practices to meet the demands of Society. The priorities in the initial start-up period (1977-87) were to obtain the necessary licences and permits from the relevant authorities, and to gain and ensure credibility for an education project in the Basque language. In the course of these 10 years, the student intake increased from 150 to 1,450, and the number of teachers rose from 9 to 75.
- In the second stage (1988-93), the educational innovation projects began to shape a specific and important identity for the Centre. Improvement milestones reached during this period include: English classes from 6 years-old, English and Basque language summer courses, classroom-based early learning methods (from 4 years-old) of reading and writing using computers, the deployment of IT applications in all classrooms, education for leisure, etc. At the same time, the concept of a management team for LI with a high profile in terms of both management and educational innovation was identified.
- In the light of these achievements, and as a result of strategic reflection, the initial part of the third stage (1996-2000) was characterised by the commitment of LI to an education project based on values, the all-round lifelong development of



the individual and on renewing the Centre's infrastructure. Additionally, after initial contacts with *EuskalIt*, the management team decided to undergo training in the management of Excellence (EFQM Excellence model), with a view to bringing about "an innovation in management to manage innovation". To do so, a customised management by processes system was designed and deployed to guarantee the coherence and quality of our actions. Subsequently, recognition in the form of the various social awards and accolades given to our education project and the improvement in both customer (parents and pupils) and people satisfaction ratings have been a direct consequence of deploying the Vision of LI in the 2000-04 Strategy Plan. In this period, LI was awarded the Basque Government "Silver Q-for-Quality" (2001), received two honorary mentions from the Spanish Ministry of Education and Science (2001 and 2002), the Basque Government "Gold Q for Quality" in 2003, EQA Finalists in 2004 and 2006 and received the accolade of "Best Education Centre in Spain" in 2005 and 2006 from the Spanish national newspaper "*El Mundo*", and Prize Winner for Management by Processes & Facts 2007, y el EFQM Excellence Award Winner 2007

- The 2004-08 Strategy Plan is focused on Social Responsibility and Innovation Management. The Process System has been restructured to enable us to manage our activities and organisational results more effectively, to increase the participation of our people and to improve their competencies.

Since the Centre was founded, commitment to innovation has been a trademark of LI. To anticipate Society's needs and adapt our activities to them is a priority area for us, and resultant actions are taken on three fronts: the education project itself, the use of ICTs and quality management.

One of the outcomes of this process is that, in 2007, the EEA Assessor Team scored our level of excellence within the band of 750-800 points. Some of the key elements highlighted by the team in their feedback report are quoted below:

"LI is an organisation very well ahead in the road to excellence. Their general performance is exceptional and we had the chance to evidence that clearly. Especially LI performance in the following 3 areas has been comprehensively evidenced that is at an excellent standard.

- ***Management by processes and facts***
- ***Results orientation***
- ***Leadership and constancy of purpose*** "